Ground Rules Governing the Search Committee’s Work
(adapted with permission from Joann Moody’s "Faculty Diversity: Removing the Barriers")

1. Concentrate on rising above cognitive biases and errors in your discussions.
   - Stay alert to the errors, biases, and shortcuts
   - Verbally review all errors from time to time
   - Each member will bear responsibility for asking for a ‘time out’ if she/he detects a possible error in-the-making, and then quickly pause to discuss and try to correct.

2. Adhere to the weighting of each job category, as agreed when doing planning with the dean’s or provost’s office.
   - There will be no switching or trade-off of points from one category to the other.
   - After deliberating, rating of the applicant will take place according to the categories and their designated values.

3. Attendance at each search committee meeting will be the norm.
   - No one should be multi-tasking (such as texting, phoning, checking email) while others are working and trying to stay engaged.
   - Full concentration is expected.

4. Present and consider concrete evidence, not personal opinion or hearsay about job candidates.

5. Guarantee strict confidentiality regarding job candidates, the committee’s procedures, discussions, and deliberations.

6. Decide, before the committee commences its work, how the committee will come to decisions during various stages of the work.
   - Will we be governed by voting with a simple majority prevailing, by reaching consensus, or by some other method?

7. Undertake outreach to build up the pool of candidates - the searching part of the search process.
   - No prospect will be hired surreptitiously on the spot.
   - Everyone invited to apply will be evaluated the same way as those responding on their own to job ads.

8. All members will have more or less equal "air time" during committee deliberations.
   - The Chair will make sure no one becomes a monopolizer and undermines the committee’s work.

9. Agree to treat every job applicant with cordial respect.

10. Use several behavior-based questions, standard questions, and perhaps simulations during phone, video, face-to-face interviews; the same list of questions and simulations will be posed to every applicant.
    - Dig deeper, for example:
      - How have you mentored and inspired women and/or URM students? What worked for you and them, and what didn’t? Why?
      - How would you contribute to the diversity of our institution?
• Provide an example on how you have demonstrated diversity efforts that enhanced the core mission of your last institution.

11. Bring up promptly and in a general way that the campus is eager to provide assistance to spouses/significant others in finding jobs in our geographical area. The sooner we bring up this topic, the better.